



# PEOPLECERT ITIL V4 FOUNDATION

## Exam Questions

**Total Questions: 500+**

**Demo Questions: 35**

**Version: Updated for 2025**

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## Question: 1

What is the MAIN benefit of 'problem management'?

- A. Restoring normal service as quickly as possible
- B. Reducing the number and impact of incidents
- C. Maximizing the number of successful changes
- D. Managing workarounds and known errors

### Answer:

B

### Explanation:

The primary purpose of the problem management practice is to reduce the likelihood and impact of incidents. This is achieved by identifying the actual and potential root causes of incidents, and by managing workarounds and known errors. By addressing the underlying causes, problem management prevents incidents from recurring, thereby improving service quality and stability. This reduction in the number and impact of incidents is the main strategic benefit of the practice.

### Why Incorrect Options are Wrong:

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- A. Restoring normal service as quickly as possible is the main purpose of the 'incident management' practice, not problem management.
- C. Maximizing the number of successful changes is the main purpose of the 'change enablement' practice.
- D. Managing workarounds and known errors is a key activity within problem management, but it is not the main benefit; it is a means to an end. The ultimate benefit is the reduction of incidents.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.8, "Problem management": The purpose is explicitly stated as "to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and to manage workarounds and known errors." This directly supports option B as the primary outcome and benefit.  
Section 5.2.5, "Incident management": This section defines the purpose of incident management as "to minimize the negative impact of incidents by restoring normal service operation as quickly as possible," which refutes option A.  
Section 5.2.4, "Change enablement": This section defines the purpose of change enablement as "to maximize the number of successful IT changes by ensuring that risks have been properly assessed," which refutes option C.

## Question: 2

Which guiding principle discourages 'silo activity'?

- A. Focus on value
- B. Start where you are
- C. Collaborate and promote visibility
- D. Keep it simple and practical

**Answer:**

C

**Explanation:**

The 'Collaborate and promote visibility' guiding principle directly addresses the issue of 'silo activity'. Silos occur when teams or departments work in isolation, hindering communication and cooperation. This principle advocates for working together across boundaries and sharing information to achieve shared objectives. By fostering collaboration and ensuring work is visible to all relevant stakeholders, organizations can break down these silos, leading to better decision-making, reduced duplication of effort, and a greater likelihood of success. The principle emphasizes that creative solutions and diverse perspectives are better achieved through inclusion rather than isolation.

**Why Incorrect Options are Wrong:**

- A. Focus on value: This principle ensures that all activities link to value for stakeholders, but it does not specifically prescribe the method of collaboration to achieve it.
- B. Start where you are: This principle advises leveraging existing resources and processes rather than starting from scratch; it is not primarily about inter-team dynamics.
- D. Keep it simple and practical: This principle focuses on using the minimum necessary steps and avoiding over-complication, which is distinct from breaking down organizational silos.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 4.3.3, Collaborate and promote visibility: "When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, more relevance... and an increased likelihood of long-term success. The contribution of stakeholders from all levels is important... In general, working together in a collaborative manner is more effective than working in isolation (in silos)." (p. 42)
- Section 4.3.1, Focus on value: This section explains that everything the organization does should map, directly or indirectly, to value for the stakeholders. (p. 39)
- Section 4.3.2, Start where you are: This section emphasizes the importance of considering what

is already available instead of starting from scratch. (p. 41)

Section 4.3.6, Keep it simple and practical: This section advises to "always use the minimum number of steps to accomplish an objective." (p. 46)

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## Question: 3

Which practice facilitates operational communication between the service provider organization and users in the service consumer organization?

- A. Service level management
- B. Relationship management
- C. Service desk
- D. Monitoring and event management

### Answer:

C

### Explanation:

The purpose of the service desk practice is to capture demand for incident resolution and service requests. It is designed to be the entry point and single point of contact for the service provider with all of its users. This role makes it the primary channel for day-to-day operational communication, handling user queries, reports of issues, and service requests, thereby facilitating the direct link between the service provider and the users within the service consumer's organization.

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### Why Incorrect Options are Wrong:

- A. Service level management: This practice focuses on negotiating and monitoring service level agreements (SLAs), which is a tactical activity, not the primary channel for operational user communication.
- B. Relationship management: This practice operates at strategic and tactical levels to nurture the link with customers, not typically with individual users for day-to-day operational matters.
- D. Monitoring and event management: This practice observes services and components to detect events. It is a technical function and does not involve direct communication with users.

### References:

AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).

Section 5.2.14, "Service desk": "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users." This directly supports the correct answer (C).

Section 5.2.15, "Service level management": Defines the practice's purpose as setting "clear business-based targets for service performance." This confirms it is not the primary operational communication channel with users.

Section 5.2.12, "Relationship management": States the purpose is "to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." This

distinguishes it from the operational focus of the service desk.

Section 5.2.8, "Monitoring and event management": Describes the purpose as "to systematically observe services and service components, and record and report selected changes of state identified as events." This highlights its technical, non-user-facing nature.

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## Question: 4

Which dimension considers the application of artificial intelligence to service management?

- A. Organizations and people
- B. Information and technology
- C. Partners and suppliers
- D. Value streams and processes

### Answer:

B

### Explanation:

The 'Information and technology' dimension of service management includes the information and knowledge necessary for the management of services, as well as the technologies required. This dimension explicitly considers technological innovations and their application to service management, such as cloud computing, machine learning, and artificial intelligence (AI). AI is a specific technology used to enhance automation, analytics, and overall service delivery, and therefore falls directly within the scope of this dimension.

### Why Incorrect Options are Wrong:

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- A. Organizations and people: This dimension focuses on the human elements, such as culture, roles, and organizational structures, not the specific technologies being used.
- C. Partners and suppliers: This dimension addresses an organization's relationships with external vendors, which might provide AI solutions, but does not cover the technology itself.
- D. Value streams and processes: This dimension focuses on how work is organized to create value. While AI may be used within a process, the technology itself is part of the 'Information and technology' dimension.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 3.2, Information and technology (Page 40): This section introduces the dimension, stating it "includes the information and knowledge necessary for the management of services, as well as the technologies required."  
Section 3.2.2, Technology (Page 41): This subsection explicitly mentions relevant technologies, stating, "Other technology trends that affect service management include machine learning and artificial intelligence (AI)." This directly links AI to the 'Information and technology' dimension.

## Question: 5

Which type of change is MOST LIKELY to be initiated as part of the 'service request management' practice?

- A. A normal change
- B. An emergency change
- C. A standard change
- D. A change model

**Answer:**

C

**Explanation:**

Service requests are pre-defined, user-initiated requests that are part of normal service delivery. The 'service request management' practice aims to handle these in an effective and user-friendly manner. Standard changes are pre-authorized, low-risk, and follow a well-understood procedure. Because of their pre-defined and low-risk nature, many service requests, such as a request for access to a pre-approved software application, are fulfilled using a standard change. This allows for efficient and prompt handling without requiring a full risk assessment and authorization for each occurrence, which aligns perfectly with the purpose of managing service requests.

**Why Incorrect Options are Wrong:**

- A. A normal change: Incorrect. Normal changes require individual assessment and authorization, which is too slow and bureaucratic for routine, pre-defined service requests.
- B. An emergency change: Incorrect. Emergency changes are reserved for urgent situations, such as resolving a major incident, not for fulfilling planned, user-initiated service requests.
- D. A change model: Incorrect. A change model is a repeatable process or template for managing a change; it is not a type of change that can be initiated.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.4, Change enablement: "Standard changes... are often initiated as service requests, but may also be operational changes." This section explicitly links standard changes to service requests.  
Section 5.2.15, Service request management: "The fulfillment of service requests may include changes to services or their components; usually these are standard changes." This directly confirms that standard changes are the typical type used.  
Section 5.2.4, Change enablement: The definitions of normal and emergency changes clearly distinguish them from the routine, pre-approved nature of service requests. The definition of a



change model is also provided, showing it is a process, not a change type.

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## Question: 6

Which benefit is MOST aligned with the guiding principle 'progress iteratively with feedback'?

- A. Service providers are able to respond more quickly to customer needs
- B. Bottlenecks in the service provider's workflow are identified.
- C. The complexities of the service provider's IT systems are identified.
- D. The service provider gains a better understanding of the customer experience.

**Answer:**

A

**Explanation:**

The guiding principle 'progress iteratively with feedback' recommends breaking down large initiatives into smaller, manageable iterations. Each iteration delivers a tangible result and provides an opportunity to gather feedback from stakeholders. This approach allows for course correction and adaptation throughout the process. The primary benefit of this method is increased speed and flexibility, enabling the service provider to respond more quickly to changing customer or business needs, rather than waiting for a single, large-scale completion.

**Why Incorrect Options are Wrong:**

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- B. Identifying bottlenecks is more directly aligned with the 'optimize and automate' and 'collaborate and promote visibility' principles.
- C. Understanding system complexities is a core aspect of the 'think and work holistically' guiding principle.
- D. While gaining customer understanding is a key part of the feedback loop, the most significant benefit is the ability to act on that understanding quickly, which is best described by option A.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 4.3.3, "Progress iteratively with feedback," states: "By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each effort will be sharper and easier to maintain... This allows for greater flexibility, faster responses to customer and business needs, the ability to discover and respond to failure earlier, and an overall improvement in quality." This directly supports the chosen answer (A).

## Question: 7

Which costs are included in the value proposition of a service?

- A.  
Additional expense that the service consumer has because they are using the service
- B.  
Money that the service consumer no longer needs to spend because they are using the service
- C.  
Tangible or intangible results for the service consumer because they are using the service
- D.  
The benefits, usefulness, and importance of the service that are perceived by the service consumer

### Answer:

B

### Explanation:

The value proposition of a service communicates the value that the service will deliver. A key part of this value is the financial aspect from the consumer's perspective. ITIL 4 defines two types of costs for the consumer: costs removed by the service and costs imposed by the service. Costs removed are a direct financial benefit and a critical component of the value proposition, as they represent money the consumer no longer has to spend. This directly contributes to the service's attractiveness and perceived value.

### Why Incorrect Options are Wrong:

- A. This describes costs imposed on the consumer. While these are part of the overall value calculation, the value proposition typically emphasizes the benefits, such as costs removed.
- C. This describes outcomes. Outcomes are the results that a service facilitates, which in turn enable the consumer to realize value, but they are not costs.
- D. This is the definition of value (and closely related to utility). While the value proposition communicates this overall value, the question specifically asks about the costs included.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 2.5.4, "Costs": This section explicitly states, "From the service consumer's perspective, there are two types of cost involved in a service relationship: 1. Costs removed from the consumer by the service... This is part of the value proposition." This directly supports option B as a correct answer.  
Section 2.5.4, "Costs": The same section also defines the second type of cost: "2. Costs imposed

on the consumer by the service (the total cost of consuming a service)." This corresponds to option A. However, the value proposition focuses on communicating the benefits, making "costs removed" a more central element.

Section 2.5.1, "Value and value co-creation": This section defines value as "the perceived benefits, usefulness, and importance of something," which aligns with option D. However, the question specifically asks about "costs," making B the more precise answer.

## Question: 8

Which practice provides a communications point for users to report operational issues, queries and requests?

- A. Incident management
- B. Continual improvement
- C. Service desk
- D. Relationship management

**Answer:**

C

**Explanation:**

The purpose of the service desk practice is to capture demand for incident resolution and service requests. It is the entry point and single point of contact for the service provider with all of its users. The service desk provides a clear path for users to report issues, queries, and requests, and have them acknowledged, classified, owned, and actioned. This practice is crucial for effective and timely communication between the service provider and its users.

**Why Incorrect Options are Wrong:**

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- A. Incident management: This practice focuses on restoring normal service operation as quickly as possible after an incident, not on being the primary communications point for all user interactions.
- B. Continual improvement: This practice's purpose is to align the organization's services and practices with changing business needs, not to handle daily operational user queries and issues.
- D. Relationship management: This practice establishes and nurtures relationships with stakeholders at strategic and tactical levels, rather than serving as the operational point of contact for all users.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 5.2.14, Service desk: "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users."  
Section 5.2.5, Incident management: "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible."  
Section 5.1.2, Continual improvement: "The purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing

identification and improvement of services, service components, practices, or any element involved in the efficient and effective management of products and services."

Section 5.1.6, Relationship management: "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels."

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## Question: 9

Which BEST describes the purpose of the 'improve' value chain activity?

- A. To organize a major improvement initiative into several smaller initiatives
- B. To make new and improved services and features available for use
- C. To ensure a shared understanding of the vision and improvement direction for all products and services
- D. To continually improve all products and services across all value chain activities

**Answer:**

D

**Explanation:**

The purpose of the 'improve' value chain activity is to ensure the continual improvement of products, services, and practices across all other value chain activities and the four dimensions of service management. This activity is a key component of the service value system (SVS), providing a feedback loop that enables an organization to learn and adapt. It focuses on performance analytics and improvement opportunities at all levels, from strategic to operational.

**Why Incorrect Options are Wrong:**

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- A. This describes a project or programme management technique for breaking down large initiatives, not the core purpose of the 'improve' activity.
- B. This describes the outcome of the 'deliver and support' value chain activity, which focuses on making services available and supporting users.
- C. This describes the purpose of the 'plan' value chain activity, which is to create a shared understanding of vision and direction.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 4.5.7, 'Improve': "The purpose of the improve value chain activity is to ensure continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management." (This directly supports option D).  
Section 4.5.1, 'Plan': "The purpose of the plan value chain activity is to ensure a shared understanding of the vision, current status, and improvement direction for all four dimensions and all products and services across the organization." (This confirms option C describes 'plan').  
Section 4.5.6, 'Deliver and support': "The purpose of the deliver and support value chain activity is to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations." (This confirms option B relates to 'deliver and support').

## Question: 10

Identify the missing word in the following sentence. A ? is the addition, modification, or removal of anything that could have a direct or indirect effect on services

- A. problem
- B. risk
- C. change
- D. configuration item

### Answer:

C

### Explanation:

The sentence provides the official ITIL V4 definition of a 'change'. A change is any action that adds, modifies, or removes a component or element that could impact IT services. The purpose of the 'change enablement' practice is to manage these changes to maximize value and reduce the risk of disruption. This definition is fundamental to understanding how services are managed and evolved within the ITIL framework.

### Why Incorrect Options are Wrong:

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- A. problem: A problem is a cause, or potential cause, of one or more incidents, not the act of altering a service component.
- B. risk: A risk is a possible event that could cause harm or loss; it is not the action of addition, modification, or removal itself.
- D. configuration item: A configuration item (CI) is any component that needs to be managed to deliver a service; it is the subject of a change, not the change itself.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 Edition. TSO (The Stationery Office).
- Correct Answer (C): The definition is stated verbatim in the Glossary, Appendix A, page 233: "Change: The addition, modification, or removal of anything that could have a direct or indirect effect on services."
- Incorrect Option (A): The definition of a problem is provided in the Glossary, Appendix A, page 240: "Problem: A cause, or potential cause, of one or more incidents."
- Incorrect Option (B): The definition of risk is provided in the Glossary, Appendix A, page 241: "Risk: A possible event that could cause harm or loss, or make it more difficult to achieve objectives."
- Incorrect Option (D): The definition of a configuration item is provided in the Glossary, Appendix A, page 234: "Configuration item (CI): Any component that needs to be managed in order to



deliver an IT service."

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## Question: 11

Which dimension is MOST concerned with skills, competencies, roles and responsibilities?

- A.  
Organizations and people
- B.  
Information and technology
- C.  
Partners and suppliers
- D.  
Value streams and processes

### Answer:

A

### Explanation:

The 'Organizations and people' dimension of service management is explicitly concerned with the human elements required for value co-creation. This includes the organizational structure, culture, and, most importantly, the required staffing and competencies. It covers roles, responsibilities, skills, and the communication and collaboration systems needed for the organization to function effectively. This dimension ensures that the right people with the right skills and competencies are in the right roles to carry out the work defined in the value streams and processes.

### Why Incorrect Options are Wrong:

- B. Information and technology: This dimension focuses on the information, knowledge, and technologies required for service management, not the human skills or roles.
- C. Partners and suppliers: This dimension addresses an organization's relationships with external vendors and partners, including contracts and agreements.
- D. Value streams and processes: This dimension defines the activities, workflows, and controls needed to achieve objectives, rather than the people who perform them.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 3.1.1, Organizations and people: "The effectiveness of an organization cannot be assured by a formally established structure or system of authority alone. The organization also needs a culture that supports its objectives, and the right level of capacity and competency among its workforce. It is important that the leaders of the organization champion and advocate values that motivate people to work in desirable ways... The 'people' part of this dimension covers roles and responsibilities, formal organizational structures, culture, and required staffing and

competencies..."

2. University of Washington. (n.d.). ITIL 4 Foundation Courseware. UW-IT Service Management Office.

In the module covering the Four Dimensions of Service Management, the 'Organizations and People' dimension is detailed as encompassing culture, communication, collaboration, roles, responsibilities, skills, and competencies.

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## Question: 12

Which practice improves customer and user satisfaction by reducing the negative impact of service interruptions?

- A. Service request management
- B. Service level management
- C. Incident management
- D. Change management

**Answer:**

C

**Explanation:**

The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible. An incident is defined as an unplanned interruption to a service or a reduction in its quality. By managing these interruptions efficiently, the practice directly addresses the negative impact on users and the business. This rapid restoration of service is a key factor in maintaining and improving customer and user satisfaction, as it reduces downtime and allows them to resume their activities promptly.

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**Why Incorrect Options are Wrong:**

- A. Service request management: This practice handles pre-defined, user-initiated requests (e.g., for information or new hardware), not unplanned service interruptions.
- B. Service level management: This practice sets, monitors, and reports on agreed-upon service levels (SLAs), but it does not directly restore services during an interruption.
- D. Change management (enablement): This practice manages the lifecycle of all changes to minimize the risk of disruption, but it does not handle the resolution of unplanned interruptions.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 5.2.5, "Incident management": "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible." This section also defines an incident as "an unplanned interruption to a service or reduction in the quality of a service."  
Section 5.2.11, "Service request management": Defines the purpose as handling "all pre-defined, user-initiated service requests."  
Section 5.2.10, "Service level management": States the purpose is "to set clear business-based targets for service performance."  
Section 5.2.4, "Change enablement": Explains its purpose is "to maximize the number of

successful service and product changes by ensuring that risks have been properly assessed."

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## Question: 13

Which of the four dimensions include, the knowledge bases needed to deliver and manage services?

- A. Organizations and people
- B. Information and technology
- C. Partners and suppliers
- D. Value streams and processes

### Answer:

B

### Explanation:

The 'Information and technology' dimension of service management explicitly includes the information and knowledge necessary for the management of services, as well as the technologies required to manage them. Knowledge bases are a critical component of this, as they are structured repositories of information and knowledge. This dimension addresses how information, including that within knowledge bases, is managed and protected, and what technologies (e.g., knowledge management systems, databases) are used to support service value creation.

### Why Incorrect Options are Wrong:

- A. Organizations and people: This dimension focuses on roles, responsibilities, organizational structures, and culture, not the information assets themselves.
- C. Partners and suppliers: This dimension addresses an organization's relationships with external vendors involved in service delivery, not internal information systems.
- D. Value streams and processes: This dimension focuses on the activities, workflows, and controls needed to create value, rather than the specific information repositories used.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office). Section 3.2.2, Information and technology: "This dimension includes the information and knowledge necessary for the management of services, as well as the technologies required. It also incorporates the relationships between different components of the SVS, such as the inputs and outputs of activities and practices." This section further details the importance of managing information assets, which directly applies to knowledge bases.

## Question: 14

Which statement about the 'continual improvement model' is CORRECT?

- A.  
Organizations should work through the steps of the model in the sequence in which they are presented
- B.  
The flow of the model helps organizations to link improvements to its goals
- C.  
The model is applicable to only certain parts of the service value system
- D.  
Organizations should use an additional model or method to link improvements to customer value

### Answer:

B

### Explanation:

The ITIL continual improvement model is a structured approach to identify and implement improvements. Its first step, 'What is the vision?', explicitly requires an organization to understand its high-level vision, mission, goals, and objectives. This ensures that any improvement initiative is directly linked to the strategic direction of the organization. The subsequent steps in the model's flow are designed to maintain this alignment, ensuring that efforts are focused on delivering value and contributing to the achievement of organizational goals.

### Why Incorrect Options are Wrong:

- A. The steps of the model are not rigidly sequential. While they present a logical path, an organization may not always need to follow them in order, and the model is iterative, not strictly linear.
- C. Continual improvement is a fundamental component of the entire service value system (SVS) and is applicable to all its parts, including the service value chain, governance, and all practices.
- D. The continual improvement model is a primary tool for linking improvements to value, including customer value. It does not inherently require an additional model to perform this function.

### References:

AXELOS, ITIL Foundation: ITIL 4 Edition (2019):

For Correct Answer B: Section 5.2.1, "Step 1: What is the vision?", states, "This step is about understanding the vision of the organization... This ensures that the improvement is correctly focused and has the support of the organization's leaders." This directly supports the idea that the

model links improvements to goals.

For Incorrect Option A: Section 5.2, "The ITIL continual improvement model," states, "It is important to remember that the steps of the continual improvement model are not necessarily linear... the model is an iterative model."

For Incorrect Option C: Section 2.5, "Continual improvement," explains that continual improvement is one of the six components of the service value system and applies to the system as a whole.

For Incorrect Option D: Section 5.2.6, "Step 6: Did we get there?", focuses on verifying if the improvement has met its objectives and delivered the expected value, demonstrating the model's inherent capability to link actions to value.



## Question: 15

Which describes a CORRECT approach to change authorization?

- A. Changes included in the change schedule are pre-authorized and do not need additional authorization
- B. formal changes should be assessed and authorized before they are deployed
- C. Emergency changes should be authorized by as many people as possible to reduce risk
- D. formal changes are typically implemented as service requests and authorized by the service desk

**Answer:**

B

**Explanation:**

The core purpose of the change enablement practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule. For normal changes (a type of formal change), the standard process explicitly requires that they are assessed for risk and impact and then authorized by the appropriate change authority before they are scheduled and deployed. This structured approach ensures that only beneficial changes with manageable risks are introduced into the live environment.

**Why Incorrect Options are Wrong:**

- A. Not all changes on the change schedule are pre-authorized. This term specifically applies to low-risk, repeatable standard changes. Normal changes must undergo a full assessment and authorization before being placed on the schedule.
- C. Emergency changes require rapid authorization to resolve incidents quickly. Involving "as many people as possible" would create delays, contradicting the purpose. A smaller, dedicated body (like an Emergency Change Advisory Board) typically provides expedited authorization.
- D. This describes a standard change, which is often handled as a service request and may be authorized at the service desk level. Formal/normal changes require a more rigorous authorization process by a designated change authority, not typically the service desk.

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**References:**

AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.4, Change enablement: This section details the different types of changes. It states, "Normal changes: These are changes that need to be scheduled, assessed, and authorized following a standard process." This directly supports option B.

Section 5.2.4, Change enablement: The description of emergency changes notes, "The assessment and authorization is expedited," which contradicts the idea of involving many people as stated in option C.

Section 5.2.4, Change enablement: The text defines standard changes as "pre-authorized," which clarifies that this does not apply to all changes on the schedule (as implied in option A) and that they are often initiated as service requests (refuting the generalization in option D).

## Question: 16

Which activity contributes to the 'where are we now?' step of the 'continual improvement' model?

- A. Executing improvement actions
- B. Performing baseline assessments
- C. Defining the improvement plan
- D. Understanding the business mission

### Answer:

B

### Explanation:

The 'Where are we now?' step of the ITIL continual improvement model is focused on understanding the current state of services and processes. Performing baseline assessments is the key activity in this step. These assessments create a detailed snapshot of the current situation, providing a clear starting point and a benchmark against which the effects of improvement initiatives can be measured. Without a proper baseline, it is impossible to objectively evaluate whether an improvement has been successful.

### Why Incorrect Options are Wrong:

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- A. Executing improvement actions is part of the 'Take action' step, where the improvement plan is implemented.
- C. Defining the improvement plan is the core activity of the 'How do we get there?' step, which follows the assessment and target-setting stages.
- D. Understanding the business mission is the primary activity of the first step, 'What is the vision?', which sets the high-level context for improvement.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 4.6.1, The ITIL continual improvement model: This section details the steps of the model. For the step 'Where are we now?', it states, "In this step, you will need to assess the current state of the service(s)... This will involve...creating a baseline for them." (p. 69). This directly supports option B.  
The same section clarifies that understanding the vision and objectives is the first step ('What is the vision?'), defining the plan is the fourth step ('How do we get there?'), and executing the plan is the fifth step ('Take action'). (pp. 69-70).

## Question: 17

Which describe a 'change authority'?

- A. a model used to determine who will assess a change
- B. A person who approves a change
- C. A tool used to help plan changes
- D. A way to manage the people aspects of change

**Answer:**

B

**Explanation:**

According to the ITIL 4 framework, the 'change authority' is explicitly defined as the person or group responsible for authorizing a change. The level and type of change authority are assigned based on the nature, scope, and risk of the change. For example, standard changes are often pre-authorized, while normal changes require specific authorization from a designated change authority, which could be a line manager, a change advisory board (CAB), or another designated role. The primary function of the change authority is to assess and approve or reject change requests, ensuring that changes are managed effectively and efficiently.

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**Why Incorrect Options are Wrong:**

- A. A model might be used to determine or assign a change authority, but it is not the authority itself.
- C. A tool is a resource used to support the change enablement practice, whereas the change authority is the decision-making person or group.
- D. This describes organizational change management (OCM), a separate discipline focused on managing the people-side of change, not the formal authorization role.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office). Section 5.2.5, "Change enablement": "The person or group who authorizes a change is known as a change authority. It is essential that the correct change authority is assigned to each type of change to ensure that change enablement is both efficient and effective." (p. 100)
2. AXELOS. (2020). ITIL 4: Create, Deliver and Support. TSO (The Stationery Office). Section 4.2.1, "Change enablement": "The change authority is the person or group of people responsible for authorizing a change. The change authority is assigned based on the change type and model." (p. 108)

## Question: 18

Which statement about output is correct?

- A. They consist of several outcomes.
- B. They capture customer demand for services
- C. They contribute to the achievement of outcomes
- D. They describes how the service performs.

**Answer:**

C

**Explanation:**

An 'output' is a tangible or intangible deliverable of an activity. The core purpose of these outputs is to enable stakeholders, particularly customers, to achieve their desired 'outcomes'. An outcome is a result for a stakeholder. For example, the successful completion of a server repair (the output) allows the customer to run their business applications without interruption (the outcome). Therefore, outputs are the direct precursors that contribute to the achievement of outcomes.

**Why Incorrect Options are Wrong:**

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A. They consist of several outcomes.

This statement reverses the relationship; outcomes are the results enabled by one or more outputs, not the other way around.

B. They capture customer demand for services.

This describes 'demand', which is an input to the service value system, representing the need or desire for products and services.

D. They describes how the service performs.

This relates to metrics and key performance indicators (KPIs), which are used to measure and report on service performance, not the definition of an output itself.

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**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 2.5.2, Page 25: "An output is a tangible or intangible deliverable of an activity."  
Section 2.5.2, Page 25: "An outcome is a result for a stakeholder enabled by one or more outputs." This section explicitly states the relationship, confirming that outputs enable (contribute to) outcomes.  
Glossary, Appendix A, Page 223: Defines 'Output' as "A tangible or intangible deliverable of an activity."  
Glossary, Appendix A, Page 222: Defines 'Outcome' as "A result for a stakeholder enabled by one

or more outputs."

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## Question: 19

Which statement about outcomes is CORRECT?

- A. Outcomes rely on outputs to deliver results for a stakeholder.
- B. Outcomes use activities to produce tangible or intangible deliverables.
- C. Outcomes gives service consumers assurance of products or services
- D. Outcomes help a service consumers to assess the cost of a specific activity

**Answer:**

A

**Explanation:**

According to ITIL 4, an outcome is a result for a stakeholder, which is enabled by one or more outputs. Outputs are the tangible or intangible deliverables of an activity. For example, the output of a 'repair server' activity is a functioning server. The outcome for the stakeholder is the ability to use the business application hosted on that server, which was previously unavailable. Therefore, the desired outcome (using the application) relies on the output (the repaired server) to be delivered.

**Why Incorrect Options are Wrong:**

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- B. This statement is incorrect. Activities produce outputs (tangible or intangible deliverables), not outcomes. Outcomes are the results that are enabled by those outputs.
- C. This describes 'warranty', which is the assurance that a product or service will meet agreed-upon requirements, such as availability, capacity, and security.
- D. This is incorrect. Outcomes are about the results and value achieved by a stakeholder, not a tool for assessing the cost of specific provider activities.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 2.5.1, Page 19: "An outcome is a result for a stakeholder enabled by one or more outputs." This directly supports the correct answer (A).  
Section 2.5.1, Page 19: "An output is a tangible or intangible deliverable of an activity." This clarifies why option (B) is incorrect, as it confuses the relationship between activities, outputs, and outcomes.  
Section 2.5.3, Page 22: "Warranty is the assurance that a product or service will meet agreed requirements." This directly supports the reasoning for why option (C) is incorrect.

## Question: 20

Which is an activity of the 'problem management' practice?

- A. Restoration of normal service operation as quickly as possible
- B. Prioritization of problems based on the risk that they pose
- C. Authorization of changes to resolve the cause of problems.
- D. Resolution of incidents in a time that meet customer expectations

**Answer:**

B

**Explanation:**

The purpose of the 'problem management' practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors. A key activity within the 'problem control' phase of this practice is the prioritization of problems. This is done by assessing the risk they pose, which is typically based on their potential impact on services and the probability of incidents recurring. This ensures that the organization focuses its resources on resolving the most significant underlying issues first.

**Why Incorrect Options are Wrong:**

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- A. Restoration of normal service operation as quickly as possible is the primary purpose of the 'incident management' practice, not problem management.
- C. Authorization of changes to resolve the cause of problems is a core activity of the 'change enablement' practice.
- D. Resolution of incidents in a time that meet customer expectations is a goal and activity of the 'incident management' practice.

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**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 Edition. TSO (The Stationery Office).  
For Correct Answer (B): Section 5.2.8, "Problem management," states, "Problem control activities include problem analysis and documenting workarounds and known errors... This often involves prioritizing problems for analysis based on the risk they pose..."  
For Incorrect Option (A & D): Section 5.2.5, "Incident management," states, "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible."  
For Incorrect Option (C): Section 5.2.4, "Change enablement," states, "The purpose of the change enablement practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change



schedule."

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## Question: 21

Which practice has the purpose of ensuring that the organization's suppliers and their performance are managed appropriately to support the provision of seamless, quality products and services?

- A. Release management
- B. Supplier management
- C. Service management
- D. Relationship management

### Answer:

B

### Explanation:

The purpose of the supplier management practice is to ensure that the organization's suppliers and their performance are managed appropriately to support the seamless provision of quality products and services. This involves creating a single point of visibility and control to ensure that suppliers meet the organization's needs and expectations. The practice manages the entire lifecycle of supplier relationships, from selection and onboarding to performance monitoring and contract termination, ensuring they contribute effectively to the service value chain.

### Why Incorrect Options are Wrong:

- A. Release management: This practice focuses on making new and changed services and features available for use, not on managing external vendors.
- C. Service management: This is a broad set of organizational capabilities for enabling value in the form of services, not a specific practice for managing suppliers.
- D. Relationship management: This practice establishes and nurtures links with all stakeholders at strategic and tactical levels, while supplier management is specifically focused on suppliers.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Supplier management: The purpose is defined in Section 5.2.16, stating it is "to ensure that the organization's suppliers and their performances are managed appropriately to support the seamless provision of quality products and services."  
Release management: The purpose is defined in Section 5.2.12 as "to make new and changed services and features available for use."  
Relationship management: The purpose is defined in Section 5.1.9 as "to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels."  
Service management: The definition is provided in Section 2.2 as "A set of specialized

organizational capabilities for enabling value for customers in the form of services."

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## Question: 22

Which will help solve incidents more quickly?

- A. Target resolution times
- B. Escalating all incidents to support teams
- C. Collaboration between teams
- D. Detailed procedural steps for incident investigation

**Answer:**

C

**Explanation:**

Collaboration is a core concept in ITIL 4, embodied by the guiding principle 'Collaborate and promote visibility'. When teams and stakeholders work together, they share knowledge, skills, and diverse perspectives. This is particularly effective in incident management, where swift diagnosis and resolution often require input from various technical and business teams. Effective collaboration breaks down organizational silos, reduces delays in handoffs, and enables a more holistic and rapid approach to resolving incidents, especially complex ones.

**Why Incorrect Options are Wrong:**

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- A. Target resolution times are performance goals (SLAs). They measure the speed of resolution but do not, by themselves, provide the means to achieve it.
- B. Escalating all incidents is inefficient. It creates bottlenecks for specialized support teams and bypasses the service desk's ability to resolve many issues at the first point of contact.
- D. While procedures are useful, overly detailed and rigid steps can slow down experienced staff and may not be suitable for novel or complex incidents, thus hindering quick resolution.

**References:**

1. AXELOS. ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office), 2019.  
For Correct Answer (C): Section 4.3.2, "Collaborate and promote visibility," states, "When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, more relevance... and an increased likelihood of long-term success." This principle is directly applicable to incident resolution, where collaboration between, for example, the service desk, technical support, and developers is crucial for speed.  
For Incorrect Option (A): Section 5.2.5, "Incident management," discusses the need to resolve incidents "within a timescale that has been agreed with the user." This confirms that target times are an objective, not a method for achieving speed.  
For Incorrect Option (B): Section 5.2.5 describes a typical incident management process where escalation occurs only when necessary, not for every incident.

For Incorrect Option (D): Section 4.3.5, "Keep it simple and practical," advises against processes that are overly complex, stating that "If a process, service, action or metric fails to provide value or produce a useful outcome, then eliminate it." This supports the idea that overly detailed procedures can be counterproductive.

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## Question: 23

Which practice is most likely to benefit from the use of chatbots?

- A. Service level management
- B. Change enablement
- C. Continual improvement
- D. Service desk

**Answer:**

D

**Explanation:**

The service desk practice is the most direct and significant beneficiary of chatbot technology. The purpose of the service desk is to act as the single point of contact for users, capturing demand for incident resolution and service requests. Chatbots are highly effective at automating the handling of high-volume, simple, and repetitive user queries, such as password resets or status updates. By integrating chatbots, organizations can provide 24/7 initial support, log incidents and requests automatically, and escalate complex issues to human agents. This directly supports the core function of the service desk, improving efficiency and user satisfaction.

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**Why Incorrect Options are Wrong:**

- A. Service level management focuses on negotiating and monitoring service levels, which are strategic activities requiring human negotiation and analysis, not chatbot interaction.
- B. Change enablement involves the assessment of risks and authorization of changes, processes that require complex human judgment beyond a chatbot's capabilities.
- C. Continual improvement uses data from many sources to identify improvement opportunities; a chatbot is a potential source of data, not a primary tool for the practice itself.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.14, "Service desk": This section explicitly states, "New technologies are supporting the service desk, such as... chatbots." It further explains that service desks use chatbots "to reduce the contact that is needed with the service desk staff," directly confirming that this practice is the most likely to benefit.

## Question: 24

Where are the details of the required performance outcomes of a service defined?

- A. Service level agreements
- B. Service requests
- C. Service components
- D. Service offerings

**Answer:**

A

**Explanation:**

A service level agreement (SLA) is a documented agreement between a service provider and a customer that identifies the services required and the expected level of service. It is the specific document where required performance outcomes are defined, measured, and managed. SLAs capture agreed-upon service level targets, such as uptime, response times, and resolution times, which are used to assess whether the service is delivering the intended value and meeting customer expectations.

**Why Incorrect Options are Wrong:**

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- B. Service requests: These are formal user requests for something to be provided, such as information or a pre-approved change, not a document defining performance outcomes.
- C. Service components: These are the individual parts of a service, such as applications, infrastructure, or processes, not the agreement that defines their collective performance targets.
- D. Service offerings: This is a description of one or more services designed for a target consumer group; while it describes the service, the specific, measurable performance targets are detailed in the SLA.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.15, Service level management practice: "A service level agreement (SLA) is a documented agreement between a service provider and a customer that identifies both services required and the expected level of service." This section explicitly links SLAs to defining and measuring expected service levels.  
Glossary, Appendix A: Defines a service level agreement as the tool for documenting "the expected level of service."  
Section 2.3.3, Service offerings: Describes service offerings as a way to present services to consumers, but the detailed performance metrics are the domain of SLAs.

## Question: 25

Which value chain activity ensures a shared understanding of the current status and required direction for all products and services?

- A. Plan
- B. Improve
- C. Design and transition
- D. Deliver and support

### Answer:

A

### Explanation:

The 'plan' value chain activity is responsible for creating a shared understanding of the vision, current status, and improvement direction for all products and services across the organization. It encompasses strategic, tactical, and operational planning, ensuring that everyone involved has a clear and unified view of the goals and the path to achieve them. This activity provides the necessary direction for all other value chain activities, making it central to establishing a common understanding and purpose.

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### Why Incorrect Options are Wrong:

- B. Improve: This activity focuses on the continual improvement of products, services, and practices, rather than establishing the overall strategic direction and shared understanding.
- C. Design and transition: This activity ensures products and services meet stakeholder expectations for quality, cost, and time-to-market during their creation and deployment.
- D. Deliver and support: This activity is concerned with the operational aspects of ensuring services are delivered and supported according to agreed specifications.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 edition. TSO (The Stationery Office).  
Section 4.5.1, Plan: "The purpose of the plan value chain activity is to ensure a shared understanding of the vision, current status, and improvement direction for all four dimensions and all products and services across the organization." (This directly supports the correct answer).  
Section 4.5.3, Improve: "The purpose of the improve value chain activity is to ensure continual improvement of products, services, and practices..."  
Section 4.5.4, Design and transition: "The purpose of the design and transition value chain activity is to ensure that products and services continually meet stakeholder expectations..."  
Section 4.5.6, Deliver and support: "The purpose of the deliver and support value chain activity is to ensure that services are delivered and supported according to agreed specifications..."



## Question: 26

Which two practices interact the MOST with the service desk practice?

- A. Incident management and service request management
- B. Service request management and deployment management
- C. Deployment management and change enablement
- D. Change enablement and incident management

### Answer:

A

### Explanation:

The service desk practice serves as the primary point of contact between the service provider and its users. Its purpose is explicitly defined as capturing demand for incident resolution and service requests. Consequently, the service desk's daily operations are most heavily and frequently intertwined with the 'incident management' practice, which handles service disruptions, and the 'service request management' practice, which fulfills pre-defined user requests. These two practices represent the core workload and primary reason for the service desk's existence, making their interaction the most significant.

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### Why Incorrect Options are Wrong:

- B: Deployment management has a much lower frequency of direct interaction with the service desk compared to incident management.
- C: The service desk's core function is user support, not the management of deployments or the authorization of changes.
- D: While incident management is a key interaction, change enablement is a separate process with less frequent, direct engagement with the service desk's user-facing duties.

### References:

1. Axelos. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.14, 'Service desk': "The purpose of the service desk practice is to capture demand for incident resolution and service requests." This sentence directly links the service desk to these two practices as its main purpose.  
Section 5.1.3, 'Service desk' (in the context of the service value chain): The text highlights the service desk's role in the 'engage' and 'deliver and support' value chain activities, which are primarily driven by user-initiated incidents and service requests.
2. University of Washington, UW-IT Service Management Office. (n.d.). ITIL v4 Practices. IT Connect.  
In its description of the Service Desk practice, it states, "The Service Desk is the entry point and

single point of contact for the service provider for all users... to report issues, queries, and requests." This aligns with the core functions of incident and service request management.

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## Question: 27

What type of change is MOST likely to be managed as a service request?

- A. A standard change
- B. A normal change
- C. An emergency change
- D. An organizational change

### Answer:

A

### Explanation:

According to ITIL 4, a standard change is a pre-authorized, low-risk change that is well-understood and fully documented. These changes can be initiated and fulfilled without needing additional authorization each time. The initiation of a standard change is very often a service request. For example, a user requesting access to a pre-approved software application or ordering a new monitor from a service catalog would be handled as a service request that triggers a standard change. This makes it the most common type of change to be managed through the service request management practice.

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### Why Incorrect Options are Wrong:

- B. A normal change: Normal changes require a full, formal authorization process based on a risk assessment and are managed through the change control practice, not as a simple service request.
- C. An emergency change: Emergency changes are implemented to resolve an incident or security vulnerability and follow an expedited process, which is distinct from service request fulfillment.
- D. An organizational change: This is a broad, business-level change focusing on people and culture, managed by the organizational change management practice, not as a routine IT service request.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.4, Change control: "Standard changes are pre-authorized changes that are low risk... Initiation of a standard change is typically a service request or generated from another system." (p. 151).  
Section 5.2.16, Service request management: "Fulfilling these requests may include a change to services or their components; usually, these are standard changes." (p. 169).

## Question: 28

Which is an activity of the 'incident management' practice?

- A. Assessing and prioritizing improvement opportunities
- B. Performing service reviews with customers
- C. Providing good-quality updates when expected
- D. Automating service requests to the greatest degree possible

**Answer:**

C

**Explanation:**

The purpose of the 'incident management' practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible. A critical activity within this practice is effective communication. Providing good-quality, timely updates to users and other stakeholders is essential for managing expectations, ensuring transparency, and coordinating resolution efforts throughout the incident lifecycle. This communication is a core component of a well-managed incident response process.

**Why Incorrect Options are Wrong:**

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- A. Assessing and prioritizing improvement opportunities is a primary activity of the 'continual improvement' practice, although incidents can be a source for these opportunities.
- B. Performing service reviews with customers is a key activity within the 'service level management' practice to ensure service delivery meets agreed-upon targets.
- D. Automating service requests to the greatest degree possible is an activity of the 'service request management' practice, not incident management.

**References:**

1. AXELOS. (2019). ITIL Foundation, ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.5, Incident management: States, "...progress is tracked throughout the incident lifecycle to ensure that it is resolved in a timely way and that all stakeholders are kept informed." This directly supports option C.  
Section 5.1.2, Continual improvement: Describes the activities of identifying, logging, assessing, and prioritizing improvement opportunities, which aligns with option A.  
Section 5.2.15, Service level management: Details the practice's activities, including conducting service reviews and ensuring it captures and reports on service issues, which aligns with option B.  
Section 5.2.16, Service request management: Mentions that "opportunities for automation should be identified and implemented to increase the efficiency of the practice," which aligns with option

D.

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## Question: 29

Which principle concentrates on service consumers?

- A. Start where you are
- B. Optimize and automate
- C. Keep it simple
- D. Focus on value

**Answer:**

D

**Explanation:**

The 'Focus on value' principle is fundamentally centered on the service consumer. It dictates that all organizational activities must link directly or indirectly to the value co-created for its stakeholders, with the service consumer being paramount. The first step of applying this principle is to understand who the service consumers are and what their needs and perspectives on value are. This principle ensures that the service provider remains constantly aware of the consumer's experience and desired outcomes, making the consumer the primary concentration point for all service management efforts.

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**Why Incorrect Options are Wrong:**

- A. Start where you are: This principle advises leveraging existing processes and resources as the starting point for improvements, focusing on the current state rather than the consumer.
- B. Optimize and automate: This principle focuses on maximizing the efficiency and effectiveness of resources and work, which is a means to an end, not the consumer-centric goal itself.
- C. Keep it simple: This principle advocates for using the minimum necessary steps and avoiding complexity in processes and services, focusing on the design of the work.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 4.3.1, "Focus on value": "All activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders... The first step in focusing on value is to know who the service consumers are. The provider must then understand what is of value to the consumer." (p. 41)  
Section 4.3.2, "Start where you are": "When engaging in any improvement initiative, do not start over without first considering what is already available to be leveraged." (p. 43)  
Section 4.3.6, "Keep it simple and practical": "Always use the minimum number of steps to accomplish an objective. Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes." (p. 48)

Section 4.3.7, "Optimize and automate": "Optimization means to make something as effective and useful as it needs to be... Before an activity can be effectively automated, it should be optimized to whatever degree is possible and reasonable." (p. 49)

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## Question: 30

Which is included in the purpose of the 'change enablement' practice?

- A. Make new and changed services available for use
- B. Ensure that risks have been properly assessed
- C. Record and report selected changes of state
- D. Plan and manage the full lifecycle of all IT assets

### Answer:

B

### Explanation:

The purpose of the 'change enablement' practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule. Assessing risks is a fundamental component of this process to understand the potential negative impacts of a change before it is approved and implemented. This ensures that changes do not cause unexpected disruption to services and that their potential value is realized.

### Why Incorrect Options are Wrong:

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- A. This is the purpose of the 'release management' practice, which focuses on making new and changed services and features available for use.
- C. This describes the 'monitoring and event management' practice, which observes services and records selected changes of state as events.
- D. This is the purpose of the 'IT asset management' practice, which is to plan and manage the full lifecycle of all IT assets.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).

Correct Answer B & Explanation: The purpose of change enablement is defined in Section 5.2.4, page 187: "to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule."

Incorrect Option A: The purpose of release management is defined in Section 5.2.14, page 199: "to make new and changed services and features available for use."

Incorrect Option C: The purpose of monitoring and event management is defined in Section 5.2.11, page 195: "to systematically observe services and service components, and record and report selected changes of state identified as events."

Incorrect Option D: The purpose of IT asset management is defined in Section 5.2.8, page 192:



"to plan and manage the full lifecycle of all IT assets..."

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## Question: 31

Which activity is part of the 'continual improvement' practice?

- A. Identifying the cause of incidents and recommending related improvements
- B. Authorizing changes to implement improvements
- C. Logging and managing incidents that result in improvement opportunities
- D. Making business cases for improvement action

### Answer:

D

### Explanation:

The 'continual improvement' practice is responsible for managing improvement ideas from identification through to final action. A key activity within this practice is to assess and prioritize improvement opportunities. Creating a business case is a fundamental part of this assessment, as it provides the justification for the improvement, outlines the benefits, costs, and risks, and supports the decision-making process for securing the necessary resources and approval to proceed. This activity is central to ensuring that only the most valuable improvements are implemented.

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### Why Incorrect Options are Wrong:

- A. Identifying the cause of incidents and recommending related improvements is a primary activity of the 'problem management' practice, which then provides these recommendations as input to continual improvement.
- B. Authorizing changes to implement improvements is a core responsibility of the 'change enablement' practice, which manages all changes to services and components in a controlled manner.
- C. Logging and managing incidents that result in improvement opportunities is the main function of the 'incident management' practice, which focuses on service restoration.

### References:

1. AXELOS. (2019). ITIL Foundation, ITIL 4 Edition. TSO (The Stationery Office).  
For Correct Answer (D): Section 5.1.2, "Continual improvement practice," describes the activities involved, including assessing and prioritizing improvement opportunities. The text states, "For each improvement, a business case should be created to justify the action." This confirms that making business cases is a core activity of the practice.  
For Incorrect Option (A): Section 5.2.8, "Problem management," details its purpose as reducing the likelihood and impact of incidents by identifying actual and potential causes. This is where incident cause identification occurs.

For Incorrect Option (B): Section 5.2.4, "Change enablement," explains that the practice's purpose is to maximize the number of successful IT changes by ensuring risks are assessed and then authorizing changes to proceed.

For Incorrect Option (C): Section 5.2.5, "Incident management," defines its purpose as minimizing the negative impact of incidents by restoring normal service operation as quickly as possible, which includes logging and managing them.

## Question: 32

Which practice ensures that any addition, modification, or removal of anything that could have an effect on services is assessed and authorized?

- A. Deployment management
- B. Release management
- C. Change enablement
- D. Service configuration management

### Answer:

C

### Explanation:

The purpose of the change enablement practice is to maximize the number of successful service and product changes. This is achieved by ensuring that risks are properly assessed, authorizing changes to proceed, and managing the change schedule. The practice covers the entire lifecycle of all changes, from the initial request for change (RFC) through to its closure. This directly aligns with the question's focus on assessing and authorizing any addition, modification, or removal that could affect services.

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### Why Incorrect Options are Wrong:

- A. Deployment management focuses on the technical activity of moving new or changed components to live environments, not on the assessment and authorization of the change itself.
- B. Release management is concerned with making new and changed services and features available for use, often bundling multiple authorized changes into a single release.
- D. Service configuration management tracks and manages information about configuration items (CIs) and their relationships, but it does not authorize changes to them.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.5, Change enablement: "The purpose of the change enablement practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule."  
(Supports Correct Answer C)  
Section 5.2.6, Deployment management: "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." (Supports rationale for A being incorrect)  
Section 5.2.14, Release management: "The purpose of the release management practice is to make new and changed services and features available for use." (Supports rationale for B being incorrect)

incorrect)

Section 5.2.16, Service configuration management: "The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed." (Supports rationale for D being incorrect)

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## Question: 33

Which is the BEST example of a standard change?

- A. The review and authorization of a change requested by a customer
- B. The implementation of a critical software patch in response to a vendor security issue
- C. The installation of a software application in response to a service request
- D. The replacement of a component in response to a major incident

**Answer:**

C

**Explanation:**

A standard change is a pre-authorized, low-risk change that is well-understood and fully documented. These changes are often initiated through a service request and follow a pre-defined, established procedure. The installation of a standard, pre-approved software application for a user is a classic example of this. Because the process is routine and the risks are known and managed, it does not require a new risk assessment or authorization for each instance, allowing for efficient implementation.

**Why Incorrect Options are Wrong:**

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- A. This describes the authorization process for a normal change, which requires case-by-case review, unlike a pre-authorized standard change.
- B. This is an example of an emergency change, which must be implemented as soon as possible to address a critical issue like a security vulnerability.
- D. This is also an example of an emergency change, as it is an immediate response required to resolve a major incident and restore service.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.4, Change enablement: This section defines the three types of changes. It states, "Standard changes are low-risk, pre-authorized changes that are well understood and thoroughly documented... The authorization for a standard change is given before its implementation... A standard change is initiated by the creation of a service request." This directly supports option C as the correct answer and distinguishes it from normal and emergency changes.  
Section 5.2.4, Change enablement: The text describes emergency changes as those that "must be implemented as soon as possible; for example, to resolve an incident or implement a security patch." This directly invalidates options B and D as examples of standard changes.

## Question: 34

Which can act as an operating model for an organization?

- A. The four dimensions of service management
- B. The service value chain
- C. The ITIL guiding principles
- D. Continual improvement

**Answer:**

B

**Explanation:**

The ITIL service value chain is the central element of the service value system (SVS). It is explicitly defined as an operating model that outlines the key activities an organization performs to respond to demand and co-create value. These activities-Plan, Improve, Engage, Design and Transition, Obtain/Build, and Deliver and Support-are combined into value streams to create and manage products and services. This structure provides a clear model for how an organization transforms inputs (demand/opportunity) into outputs (value).

**Why Incorrect Options are Wrong:**

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- A. The four dimensions of service management are perspectives that must be considered for the holistic management of services; they are not an operating model.
- C. The ITIL guiding principles are universal recommendations that guide an organization in all circumstances, providing a foundation for its culture and behavior, not an operational workflow.
- D. Continual improvement is a recurring organizational activity and a specific value chain activity ('Improve'), but it is not the complete operating model itself.

**References:**

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 4.5, The ITIL service value chain: "The central element of the SVS is the service value chain, an operating model which outlines the key activities required to respond to demand and facilitate value realization through the creation and management of products and services." (p. 47)  
Section 3, The four dimensions of service management: This section describes the dimensions as critical perspectives for value co-creation, not as an operating model. (p. 23)  
Section 4.2, The ITIL guiding principles: This section defines the principles as "recommendations that can guide an organization in all circumstances". (p. 39)

## Question: 35

Which practice recommends the use of event-based surveys to gather feedback from customers?

- A. Service level management
- B. Change enablement
- C. Service request management
- D. Problem management

### Answer:

A

### Explanation:

The service level management practice is responsible for setting clear business-based targets for service performance and ensuring that the delivery of services is properly assessed, monitored, and managed against these targets. A key aspect of this practice is to capture and report on service quality from the customer's perspective. Event-based surveys, such as those sent after an incident is resolved or a service request is fulfilled, are a primary tool used by service level management to gather timely feedback on customer experience and satisfaction. This data provides a balanced view of service performance beyond purely operational metrics.

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### Why Incorrect Options are Wrong:

- B. Change enablement: This practice focuses on maximizing successful service and product changes by assessing risks, authorizing changes, and managing the change schedule.
- C. Service request management: This practice handles pre-defined, user-initiated service requests. While a survey may follow a fulfilled request, SLM is the practice that recommends and utilizes this feedback.
- D. Problem management: This practice aims to reduce the likelihood and impact of incidents by identifying root causes and managing workarounds and known errors.

### References:

1. AXELOS. (2019). ITIL Foundation: ITIL 4 Edition. TSO (The Stationery Office).  
Section 5.2.15, Service level management: "The purpose of the service level management practice is to set clear business-based targets for service performance... This involves gathering, analysing, storing, and reporting on relevant metrics for the identified services. A key activity is to provide end-to-end visibility of the organization's services. To do this, it gathers and analyses information from a number of sources, including customer engagement and feedback."  
Section 5.2.15.2, Key metrics for service level management: This section emphasizes the importance of a balanced view of service performance, which includes customer satisfaction. It states, "This can be achieved by using customer satisfaction surveys and by measuring key



business outcomes." This directly supports the use of surveys to gather feedback as a core part of the practice.

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